University Department of Commerce and Business Management
Ranchi University, Ranchi

A synopsis for Ph. D. registration

On

A Study on Human Resource Development intervention:-A comparative study of Tata Steel and Bokaro Steel Limited

Guided and supervised by

Dr. Narendra Singh

Associate Professor

Department of Commerce
St. Xavier's College, Ranchi

Submitted by

Ankit Kumar Agarwal

Research Scholar

Introduction

Human resources are the most important assets of a company. If they are put to good use, they can deliver excellent results. The real challenge is to manage human resources by motivating them. Human resources department are responsible for screening, recruiting, and training employees, as well as implementing employee processes. In effect, HR departments are mainly responsible for managing a company's entire employee experience, from the moment an individual applies to a position to when they begin working there and, finally, when they leave it.

In simple words Human resources can be defined as the resources, which is in the form of Human. It is the total knowledge, skills, Creative ability, talents and attitude of organization's workforce. It refers to the individual or personnel or work force within an organization responsible for performing the task given to them for the purpose of achievement of goals and objectives of an organization. The objectives of the organization can be achieved only through the process of proper recruitment & selection, providing proper Training & development, skills development, performance appraisal, providing appropriate compensation & benefits, maintaining proper labour relations and also maintaining safety, welfare and health concern of employees.

Human resources are very important for any organization because no product and service can be produce without help of human being. Human being is fundamental resources for making or construction of anything. So, human resources play an important role in an organization.

Human Resource Development

Human Resource Development (HRD) is the framework for helping employees develops their personal and organizational skills, knowledge and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management & development, coaching, succession planning, key employee identification, tuition assistance and organization development. The main focus of human resource development is on

developing the work force so that the organization and individual employees can accomplish their work.[1]

HRD develops the skills, knowledge and abilities not only at individual level but also at dyadic level, group level and organizational level. HRD is a multi-disciplinary subject; it uses many subjects for training & development of the employees. Each and every level of person needs human resources development in the organization.HRD advices the employees, how to maintain their strengths and how to remove their weaknesses.

HRD concept was first introduced by **Leonard Nadler** in 1969 in a conference in US. "He defined HRD as those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioral change".[2]

HRD Intervention

In today's dynamic and competitive business landscape, organizations recognize that their greatest asset lies in their people. Human Resource Development (HRD) intervention emerges as a strategic approach to optimize the potential of employees, align their skills and competencies with organizational goals, and foster an environment of continuous learning and growth. HRD intervention encompasses a range of proactive measures designed to enhance the knowledge, skills, and abilities of individual and teams within an organization, ultimately contributing to its overall performance and success.

HRD intervention encompasses a multidimensional approach that integrates various processes, methodologies and techniques aimed at improving human resources effectiveness and maximizing their contribution to organizational objectives. It goes beyond traditional training and development initiatives by encompassing a broader spectrum of intervention that address not only skills enhancement but also individual and organization.

The core objective of HRD intervention is to create a sustainable and adaptable learning culture within the organization, where individuals are empowered to acquire new knowledge, upgrade their skills and embrace change in a rapidly

[1] https://www.whatishumanresource.com/human-resource-development
[2] https://www.whatishumanresource.com/human-resource-development

evolving business environment. This intervention may involve a combination of training programs, coaching and mentoring, performance management systems, career development initiatives, talent management strategies and organizational development intervention.

By implementing HRD intervention, organizations can realize numerous benefits. It enables them to optimize human capital utilization, enhance employee engagement and satisfaction, nurture leadership capabilities and built a strong talent pipeline. Furthermore, HRD intervention fosters a culture of innovation and adaptability, allowing organizations to stay ahead of the curve and response effectively to emerging market trends and challenges.

In conclusion, HRD intervention represents a holistic and proactive approach to human resources development that enables organizations to unleash the full potential of their workforce. By investing in the growth, learning and well being of their employees, organization can cultivate a competitive edge, foster innovation and achieve sustainable success in today's ever-evolving business landscape.

Role of HRD intervention behind the success of any organization

Due to HRD intervention, employees comes to know their strength and weakness; they maintain their strength and remove their weakness through organization support, than the performance of the employees will be improved so, than employees will perform their work effectively and efficiently, than the objectives of the organization can be achieved.

For success of any organization, depends on the performance of Human resources, if the performance of the employees are productive, this leads to success of any organization, as HRD intervention improve the performance of the employees. HRD intervention reduces stress produce by work life conflict of the employees, as employees are getting opportunity to increase their performance through the support of organization.

Thus, the researcher has gone through the role of HRD intervention so, that is why, it is very important and now the researcher carrying out research on a study on HRD intervention, "A comparative study of Tata Steel and Bokaro Steel Limited". In which researcher is considering the role of HRD intervention in the

state of Jharkhand and considering Tata Steel and Bokaro Steel Limited, and making a comparative study.

Review of Literature

Some studies of HRD intervention have been made in the past; they mainly focus on training and development of the employees and they also focus in employees competencies, how the employees will increase their competencies. HRD intervention has many effective tools, which offer solution to work life conflict of the employees.HRD intervention create a more family friendly environment. Employees are getting technical as well as non-technical training. They also focus managerial effectiveness of the employees of private sector as well as public sector. Some of the important studies conducted on HRD intervention are reviewed:

In 2008, **Jens Rowold[3],** has conducted the particular study on "Multiple effects of human resource development interventions". In which objective of the study was to explore the simultaneous impact of employees' participation in technical training, Non- technical training and coaching on subsequent job performance, job involvement and job satisfaction. This article was based on a sample of German call center employees. Conclusion of the article, was found that non- technical training impacted subsequent soft skills, whereas, technical training predicted subsequent hard skills and job involvement. Participation of employees in coaching predicted job satisfaction.

In 2010, **Monika Kulshreshtha[4]** has conducted the particular study on "HRD Intervention in Indian Banking sector and their implication on employee's managerial effectiveness, a study of selected public and private sector Bank". The objective of the study is to develop a framework for HRD practices, in Indian public and private sector banks and its impact on employee's managerial effectiveness. HRD intervention is available for fixed time and tailor made for the specific problem. On her study HRD intervention dealt as HRD practices.HRD practices of the banks were studied with the aim to find out their impact on employees managerial effectiveness. On her study 6 banks were selected i.e. 3

[3] Rowold, J. (2008). Multiple effects of human resource development interventions. *Journal of European Industrial Training*, *32*(1), 32-44.

[4] Kulshreshtha, M. (2010). HRD intervention in Indian banking sector and their implication on employee managerial effectiveness, a study of selected public and private sector banks.

from private and 3 from public sector. She has came to conclusion that training system has emerged as an important tool of intervention. At last she also gave her suggestion that the study may give a broader picture, if the data is collected from different region of the country.

In 2017, **Rama Krishna Gupta**[5] has conducted the particular study on "Impact of human resource development interventions on organizational effectiveness: A study on Indian cement industry". In which objective of the study was to influence HRD intervention on employee competencies and to examine the moderating role of organizational learning culture between HRD intervention and employee competencies and to examine the relationship between employee competencies and goal oriented approach to organizational effectiveness. He come to conclusion was that Training & development plays a crucial role in enhancing the employee competencies in the cement manufacturing organization. The study also reinforced the fact that team building leads to enhancement of employee competencies. The study found that organizational learning culture strengthens the relationship between HRD intervention and employee competencies.

In 2020, **Barbara A. W. Eversole and Cindy L. Crowder**[6] has discussed the particular study on "Toward a Family-Friendly Academy: HRD's Role in Creating Healthy Work–Life Cultural Change Interventions". The objective of this article is to provide solution to the problem of work life conflict, which is particularly concerning for faculty members who are seeking promotion and tenure. Work life conflict is most challenging in case of employees, who face professional career challenges. Organization maintains rigid policies and Non- supportive cultures that create problem for those, who are seeking promotion and better career growth. He has came to conclusion that HRD intervention implemented at the individual, organizational and departmental level. HRD intervention like training & development, performance management and career development have shown on his article to reduce work life conflict, improve overall well- being and create a more family friendly environment.

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[5] Gupta P, R. K. (2017). *Impact of human resource development interventions on organizational effectiveness: a study on Indian cement industry* (Doctoral dissertation).

[6] Eversole, B. A., & Crowder, C. L. (2020). Toward a family-friendly academy: HRD's role in creating healthy work–life cultural change intervention. *Advances in developing human resources*, *22*(1), 11-22

In 2021, **Hammer Emily**[7] carried a review on "HRD Interventions that Offer a Solution to Work-Life Conflict". In which objective of the study is to provide solutions to the problem of Balancing work and life in COVID-19 Era, HRD intervention are designed to reduce stress produce by work life conflict. Employees are getting opportunity to increase their performance through organization support. He has came to conclusion that HRD professionals have the specialized knowledge to implement HRD intervention to help employees cope with work life conflict from situation like COVID-19 pandemic. Non- traditional HRD intervention could motivate employees towards meeting performance expectation during normal and challenging times. He suggested that, HRD professionals should re- think traditional HRD intervention as well as Non- traditional HRD intervention.

Research Gap

As the researcher has review so many Books, Journals, Articles and had found that study on HRD intervention in Tata Steel and Bokaro Steel Limited has still not been carried out so, this researcher wants to work on A study on HRD intervention, A comparative study of Tata Steel and Bokaro Steel Limited.

Objectives of the study

1. To make comparative study of Tata Steel and Bokaro Steel Limited on HRD intervention.
2. To study the problem of the employees which is produce by work life conflict in Tata Steel and Bokaro Steel Limited?
3. To study how employees of Tata Steel and Bokaro Steel Limited are getting opportunity to increase their performance.
4. To study the training system as well as performance appraisal system in Tata Steel and Bokaro Steel Limited.

Significance of the study

1. HRD intervention enhance the performance of the employees and organization, as due to the initiative like training, performance appraisal, career pathing etc. of HRD intervention the employees are getting

[7] Hammer, E. (2021). HRD interventions that offer a solution to work-life conflict. *Advances in Developing Human Resources*, *23*(2), 142-152

opportunity to increase their performance through organization support, so that employees and organization can achieved their objectives.

2. HRD intervention develops the ability of the employees by providing them training periodically, but on continuous basis, as now a day's technology are changing day by day so that they can perform their work effectively and efficiently and organization can achieve their objective.
3. HRD intervention makes employees to know their strength and weakness; they maintain their strength and remove their weakness. It reduces work life conflict of the employees.
4. HRD intervention provides training to existing employees so, that they can create harmonious relationship with new fresh employees having newer mindset.
5. HRD intervention enhances the competencies of the employees and also provides Technical and Non- Technical training to employees. Technical training predicted hard skills and Non- Technical training predicted soft skills.

Hypothesis of the study

H1: HRD intervention in Tata Steel is better than Bokaro Steel Limited.

H2: HRD intervention help to reduce work life conflict of employees.

Research Design & Methodology

The research design for the study "A Comparative Study of HRD Intervention in Tata Steel and Bokaro Steel Limited" could follow a mixed-methods approach. This would involve combining both qualitative and quantitative research methods to gain a comprehensive understanding of HRD interventions in the two organizations.

1. Qualitative Research:

In-depth semi-structured interviews with key stakeholders such as HR managers, executives, trainers and employees from Tata Steel and Bokaro Steel Limited would be conducted to explore their perspectives on HRD interventions, including their goals, strategies, implementation processes and perceived outcomes.

Relevant assessable documents such as HRD policies, training materials, performance management reports and organizational development plans from both Tata Steel and Bokaro Steel Limited would be studied to understand the HRD interventions in each organization.

2. Quantitative Research:

Quantitative data on various aspects of HRD interventions, such as training effectiveness, employee satisfaction, perceived impact on performance, career development opportunities, organizational support for learning and development, etc would be collected to analyze and compare the HRD interventions in both organizations.

A reliability test would be conducted of the collected data before analyzing.

Collected data would be analyzed separately to identify commonalities, differences, patterns, and themes related to HRD interventions in each organization.

Proper Comparing and contrasting of the findings from both organizations would be done to identify similarities, differences, and potential areas of improvement in HRD interventions.

Inferences would be drawn and findings would be generalized at the end of the study followed by suggestions for improvement.

Research Methodology

Research Approach:

The research will adopt a mixed-methods approach, combining qualitative and quantitative methods. This approach will provide a comprehensive understanding of HRD interventions in Tata Steel and Bokaro Steel Limited, allowing for a thorough comparison between the two organizations.

Data Collection Methods:

1. Qualitative Data Collection:

i. In-depth Interviews: Conduct semi-structured interviews with key stakeholders, including HR managers, executives, trainers, and employees from both organizations. The interviews will explore their perspectives on HRD interventions, goals, strategies, implementation processes, and perceived outcomes. Sampling will be based on a purposive approach, selecting participants with relevant knowledge and experience in HRD interventions.

ii. Document Analysis: Analyze relevant documents such as HRD policies, training materials, performance management reports, and organizational development plans from Tata Steel and Bokaro Steel Limited. This analysis will provide additional insights into the HRD interventions, their scope, and alignment with organizational objectives.

2. Quantitative Data Collection:

i. Surveys: Design and administer structured surveys to a representative sample of employees from both organizations. The surveys will collect quantitative data on various aspects of HRD interventions, including training effectiveness, employee satisfaction, perceived impact on performance, career development opportunities, and organizational support for learning and development. Sampling will be based on a stratified random sampling approach to ensure a diverse representation of employees across different levels and departments.

Mention about Google form

Data Analysis:

1) Qualitative Data Analysis:

i. Thematic Analysis: Analyze the data collected from interviews and document analysis using thematic analysis techniques. Identify common themes, patterns, and key findings related to HRD interventions in each organization. This analysis will involve coding, categorizing, and interpreting the qualitative data.

2) Quantitative Data Analysis:

i. Descriptive Analysis: Analyze the survey data using descriptive statistical techniques. Calculate means, frequencies, and percentages to summarize the quantitative data.

ii. Comparative Analysis: Conduct statistical tests, such as t-tests or chi-square tests, to compare the quantitative data between Tata Steel and Bokaro Steel Limited. This analysis will identify significant differences or similarities in HRD intervention outcomes and employee perceptions.

Triangulation and Integration:

Integrate the qualitative and quantitative findings through a comparative analysis to derive comprehensive conclusions. Triangulation of data sources will enhance the validity and reliability of the research findings by comparing and aligning the results obtained from different methods.

Ethical Considerations:

Ensure ethical principles throughout the research process, including obtaining informed consent from participants, maintaining confidentiality, and adhering to ethical guidelines for research involving human subjects.

Limitations:

Acknowledge and discuss any limitations of the research, such as potential biases, sample size constraints, and contextual factors that may impact the generalizability of the findings.

By employing this research methodology, the study will provide a comprehensive analysis of HRD interventions in Tata Steel and Bokaro Steel Limited, facilitating a comparative assessment and offering valuable insights for both organizations and the broader steel industry.

Area of study

The scope of this research will be limited within Jharkhand:

- Tata Steel

- Bokaro Steel Limited

Methods & Sample size of study

The research will be based on both qualitative and quantitative data and a sample size of 200 samples will be collected from both Tata Steel and Bokaro Steel Limited and convenience sampling method will be used for choosing the samples. Data will be collected through well structured questionnaire circulated through Google form. Descriptive statistical tools will be used for analyzing the collected data.

Limitation of study

1. The results of the research will be based on human responses which may vary from person to person and time to time.
2. Area of the study is limited with the particular two industries i.e. Tata Steel and Bokaro Steel Limited.
3. The research has been conducted for a particular time which may or may not be relevant for the further time.
4. The research is basically based on the state of Jharkhand; it may not be universally be applicable to other geographical areas.
5. Different size of sample will give different information about the industries. The study will be conducted only with the sample size of 200 employees each from both the industries. The information which 200 employees will give may or may not be different, if size of sample will be increase or decrease.

Tentative chapterization

Chapter 1: Introduction, literature review and profile of Tata Steel and Bokaro Steel Limited

Chapter 2: HRD intervention in Tata Steel and Bokaro Steel Limited

Chapter 3: Comparative study

Chapter 4: Data analysis and interpretation

Chapter 5: Conclusion, findings and suggestions.

(Dr. Narendra Singh)
Supervisor

(Ankit Kumar Agarwal)
Research scholar